

# Um compêndio de medidas (frequentes e recentes) usadas em comportamento organizacional

MIGUEL PINA E CUNHA (\*)  
ANA REGINA MARCELINO (\*\*)

## INTRODUÇÃO

Uma dificuldade com a qual os investigadores se debatem no domínio do comportamento organizacional refere-se aos instrumentos de medida a utilizar nos seus trabalhos. Onde encontrar um instrumento de medida para a variável satisfação? Como medir a relação entre o líder e os subordinados? Onde encontrar a escala JDS? A experiência sugere que, por vezes, a decisão de tomar uma determinada variável como relevante para o trabalho depende do conhecimento de um determinado instrumento de medida, usado num artigo ou monografia anterior. Essa abordagem, sem dúvida pragmática, revela-se pouco adequada à prática da investigação, fazendo evocar a célebre afirmação de que, para quem tem um martelo, todos os problemas são pregos.

Sem pretensões de exaustividade, este texto

apresenta um compêndio de medidas usadas em comportamento organizacional. O texto tem duas origens: por um lado, retoma as medidas (frequentes) propostas por De Meuse (1986)<sup>1</sup>; por outro, acrescenta-lhes as medidas mencionadas nos volumes (recentes) correspondentes ao ano de 2000 das revistas *Journal of Applied Psychology* e *Journal of Organizational Behavior* (tendo neste caso sido considerados, por razões relacionadas com a disponibilidade das revistas, os quatro últimos números de 2000 e os dois primeiros de 2001). Das medidas referidas nestas revistas, algumas não foram consideradas, nomeadamente todas aquelas em que se procedeu à adaptação de instrumentos de medida já existentes. Não que esta seja uma prática desaconselhada, mas porque se preferiu aqui limitar a lista a instrumentos estabilizados.

Pelas razões referidas, este compêndio não deve ser entendido como mais que um mapa in-

---

(\*) Faculdade de Economia, Universidade Nova de Lisboa, Rua Marquês de Fronteira, 20, 1099-038 Lisboa, Email: [mpc@fe.unl.pt](mailto:mpc@fe.unl.pt)

(\*\*) Consultora.

---

<sup>1</sup> Nem todas as medidas propostas pelo autor são listadas. As referentes à ética de trabalho protestante não são apresentadas, dada a sua menor relevância para a investigação em Portugal.

completo de um território complexo. Não dará resposta, portanto, a muitas necessidades. Espera-se que satisfaça outras. Das medidas referidas nos artigos publicados em 2000, algumas não foram propositadamente incluídas. Como tal, este compêndio não substitui uma busca nas referidas revistas e nomeadamente na secção das medidas. Das medidas aqui não incluídas constam todas aquelas construídas propositadamente para um trabalho, as apresentadas em material pouco acessível (como teses), as relativas a áreas de interesse distintos dos do comportamento organizacional (e.g. desordens psiquiátricas). Se as medidas correspondentes a estes casos foram propositadamente removidas, outras terão ficado de fora por lapso. Porque a inclusão apenas se efectuou quando a escala era explicitamente nomeada.

Este trabalho pretende, como se referiu, ajudar os investigadores na sua tarefa de busca de instrumentos de medida. Não é, em todo o caso, mais que um mapa para chegar a um território. É um mapa incompleto, porque apenas um pequeno conjunto de medidas é apresentado. Adicionalmente, do território ao «tesouro» poderá ainda haver um longo caminho a percorrer. Com efeito, a maioria dos artigos não apresenta o instrumento utilizado, fazendo apenas uma descri-

ção sumária do mesmo. O que implica que o investigador necessite, em muitos casos, de contactar o autor. É necessário recordar por outro lado, que alguns instrumentos estão registados como propriedade intelectual dos seus autores, pelo que deverão ser consideradas as obrigações legais correspondentes.

## MEDIDAS

Apresenta-se a seguir, organizada por temas, uma lista de medidas usadas em comportamento organizacional. Tal como referido, esta não é uma lista exaustiva. Pretende apenas constituir um apoio à busca de medidas. Uma análise exaustiva de medidas em comportamento organizacional foi apresentada por Cook et al. (1981). Outros trabalhos importantes em termos da apresentação de instrumentos de medida são os livros de Seashore et al. (1983) e de Cameron e Quinn (1999), para referir duas obras sobre temas centrais em comportamento organizacional, respectivamente a mudança e a cultura.

A inclusão nesta lista não significa obviamente que possam ser tiradas quaisquer ilações quanto às qualidades psicométricas dos instrumentos.

### **Alienação dos empregados**

Job Alienation Scale	Pearlin (1962)
Indices of Alienation	Aikin & Hage (1966)

### **Ambiguidade e conflito de papéis**

Job-Related Tension Index	Kahn et al. (1964)
Job-Related Strain Index	Rizzo et al. (1970)
Lyons' Measure	Lyons (1971)
Beehr's Measure	Beehr (1976)

### **Auto-eficácia**

Physical Self-efficacy Scale	Ryckman et al. (1982)
Self-efficacy Scale	Bandura (1986)
Personal Efficacy Beliefs Scale	Riggs et al. (1994)

### **Auto-estima**

Adjective Check List	Gough & Heilbrun (1956)
Rosenberg Self-Esteem Scale	Rosenberg (1965)
Tennessee Self Concept Scale	Fitts (1965)
Coopersmith Self-Esteem Inventory	Coopersmith (1967)

### **Auto-monitorização**

Self-monitoring Scale	Snyder (1974)
Revised Self-monitoring Scale	Lennox & Wolfe (1984)

### **Características do trabalho**

Job Diagnostic Survey	Hackman & Oldham (1975)
Job Characteristic Inventory	Sims et al. (1976)
Multimethod Job Design Questionnaire	Campion & Thayer (1985)
Task Load Index	Hart et al. (1988)
Job in General Scale	Ironson et al. (1989)
Quantitative Workload Inventory	Spector & Jex (1998)

### **Complexidade cognitiva**

Role Constructs Repertory	Bieri et al. (1966)
Least Preferred Co-worker Scale	Fiedler (1967)

### **Comunicação individual e organizacional**

Organizational Communication Questionnaire	Roberts & O'Reilly (1974)
Affective Communication Test	Friedman et al. (1980)
Organizational Conflict Communication Inventory	Putnam & Wilson (1982)
Berkeley Expressivity Questionnaire	Gross & John (1998)

### **Conflito e negociação**

Interpersonal Conflict at Work Scale	Spector & Jex (1998)
Incidents in Negotiation Questionnaire	Robinson et al. (2000)
Self-Reported Innapropriate Negotiation Strategies	Robinson et al. (2000)

### **Cultura, clima e socialização organizacionais**

Organizational Climate Questionnaire	Litwin & Stringer (1968)
Business Organization Climate Index	Payne & Pheysey (1971)
Creativity Climate Measure	Taylor (1972)
Siegel Scale of Support for Innovation	Siegel & Kaemmerer (1978)
Safety Climate Questionnaire	Zohar (1980)
INDCOL-Individualism Collectivism	Singelis et al. (1995)
General Socializing Scale	Ashford & Black (1996)
Networking Scale	Ashford & Black (1996)
HF's OP scale (Hofstede's Organizational Practices)	Verbeke (2000)

### **Desejabilidade social**

Marlowe-Crowne Social Desirability Scale	Crowne & Marlowe (1964)
--	-------------------------

### **Desempenho**

Subordinate Performance Scale	Mott (1972)
-------------------------------	-------------

### **Diagnóstico organizacional**

Organizational Assessment Inventory      Van de Ven & Ferry (1980)

### **Emoções e inteligência emocional**

Job Affect Scale	Brief et al. (1988)
Positive and Negative Affect Scale	Watson et al. (1988)
UWIST Mood Adjective List	Matthews et al. (1990)
Emotional Contagion Scale	Hatfield et al. (1994)
Trait Meta-Mood Scale	Salovey et al. (1995)
Interpersonal Reactivity Index	Davis (1996)

### **Empenhamento e cidadania organizacionais**

Ritzer and Trice Scale	Ritzer & Trice (1969)
Hrebiniak and Alutto Scale	Hrebiniak & Alutto (1972)
Organizational Commitment Questionnaire	Porter et al. (1974)
OCB Scale	Smith et al. (1983)
Affective Commitment Scale	Allen & Meyer (1990)

### **Envolvimento com a função**

Central Life Interest Questionnaire	Dubin (1956)
Job Involvement Scale	Lodahl & Kejner (1965)
Job and Work Involvement Scales	Kanungo (1982)

### **Equipas**

Group Cohesiveness Scale	Seashore (1954)
Group Cohesiveness Measure	Stogdill (1965)
Morale Scale	Scott (1967)
Team Experience Assessment (TEAM)	Organizational Research Group (1989)
Team Task-orientation Scale	Seers (1989)
Teamwork Schema Questionnaire	Organizational Research Group (1989)
Perceived Cohesion Scale	Bollen & Hoyle (1990)

### **Estratégia organizacional**

Strategic Orientation of Business Enterprises (STROBE)	Venkatraman (1989)
--	--------------------

### **Evitamento do trabalho**

Job Withdrawal Scale	Hanisch & Hulin (1990)
----------------------	------------------------

### **Gênero**

Attitudes Toward Women Scale	Spence et al. (1973)
Women as Managers Scale	Peters et al. (1974)
Organizational Tolerance of Sexual Harassment Inventory	Hulin et al. (1995)
Ambivalent Sexism Inventory	Glick & Fiske (1996)

### **Liderança**

Supervisory Behavior Description Questionnaire	Fleishman (1953)
Leader Behavior Description Questionnaire	Stogdill & Coons (1957)
Leadership Opinion Questionnaire	Stogdill & Coons (1957)
Leader Behavior Description Questionnaire-XII	Stogdill (1963)
Least Preferred Co-worker Scale	Fiedler (1967)
Group Atmosphere Scale	Fiedler (1967)
Leader-Member Exchange Scale	Graen & Cashman (1975)
LMX-7 Measure	Scandura & Graen (1984)
Empowering leadership questionnaire	Arnold et al. (2000)
Measurement Scale for Trust in Leader	Dirks (2000)

### **Locus de controle**

Rotter Internal-External Scale	Rotter (1966)
Internality, powerful others and chance scale	Levenson (1981)

### **Maquiavelismo**

Machiavellianism Scale	Christie & Geis (1969)
------------------------	------------------------

### **Necessidades dos empregados (e.g. realização, afiliação)**

Thematic Apperception Test	McClelland et al. (1953)
Miner Sentence Completion Scale	Miner (1964)
Prestatic Motivation Test	Hermans (1970)
Manifest Needs Questionnaire	Steers & Braunstein (1976)
Job Choice Exercise	Harrell & Stahl (1981)

### **Personalidade e diferenças individuais**

Occupational Personality Questionnaire	Saville et al. (1984)
NEO Personality Inventory	Costa & McCrae (1992)
Proactive Personality Scale	Bateman & Grant (1993)
Life Orientation Test	Scheir et al. (1994)
Personal Characteristics Inventory	Mount & Barrick (1995)
Action Control Scale	Diefendorff et al. (2000)

### **Personalidade Tipo A**

Jenkins Activity Survey	Jenkins et al. (1979)
-------------------------	-----------------------

### **Políticas**

Perceptions of Organizational Politics Scale (POPS)	Kacmar & Ferris (1991)
---	------------------------

### **Satisfação**

Job Satisfaction Blank	Hoppock (1935)
Brayfield-Rothe Index of Job Satisfaction	Brayfield & Rothe (1951)
General Motors' Faces Scale (male version)	Kunin (1955)
Porter's Need Satisfaction Questionnaire	Porter (1962)
Index of Job Satisfaction	Kornhauser (1965)
Minnesota Satisfaction Questionnaire	Weiss et al. (1967)
Job Descriptive Index	Smith et al. (1969)
General Motors' Faces Scale (female version)	Dunham & Herman (1975)
Facet-Free Job Satisfaction Scale	Quinn & Staines (1979)
Satisfaction with Life Scale	Diener (1984)
Multimethod Job Design Questionnaire	Campion (1988)

## Sindicatos

Union Attitude Questionnaire	Uphoff & Dunnette (1956)
Union and Management Attitudes Toward Each Other	Stagner et al. (1958)
Attitudes Toward Collective Bargaining Scale	Feuille & Blandin (1974)
Attitude Toward Work Scale	Hamner & Smith (1978)
Union-Management Relationships Scale	Biasatti & Martin (1979)
Union Commitment Scale	Gordon et al. (1980)

## Stress

Schedule of Recent Experiences	Holmes & Rahe (1967)
State-Trait Anxiety Inventory	Spielberger et al. (1970)
Work Stress Scale	Caplan et al. (1975)
Life Experiences Survey	Sarason et al. (1978)
General Health Questionnaire	Goldberg & Hillier (1979)
Burnout Measure	Pines & Aronson (1981)
Stress Diagnostic Survey	Ivancevich & Matteson (1983)
Ways of Coping Questionnaire	Lazarus & Folkman (1984)
Maslach Burnout Inventory	Maslach & Jackson (1986)
Physical Symptoms Inventory	Spector & Jex (1998)
Organizational Constraints Scale	Spector & Jex (1998)

## REFERÊNCIAS

- Aiken, M., & Hage, J. (1966). Organizational alienation: A comparative analysis. *American Sociological Review*, 31, 497-507.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Anastasi, A. (1982). *Psychological testing* (5th ed.). New York: Macmillan.
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21, 249-269.
- Ashford, S. J., & Black, J. S. (1996). Proactivity during organizational entry: The role of desire for control. *Journal of Applied Psychology*, 81, 199-214.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs: Prentice-Hall.
- Bateman, T. S., & Grant, J. M. (1993). The proactive component of organizational behavior. *Journal of Organizational Behavior*, 14, 103-118.
- Beehr, T. A. (1976). Perceived situational moderators of the relationship between subjective role ambiguity and role strain. *Journal of Applied Psychology*, 61, 35-40.
- Biasatti, L. L., & Martin, J. E. (1979). A measure of the quality of union-management relationships. *Journal of Applied Psychology*, 64, 387-390.
- Bieri, J. et al. (1966). *Clinical and social judgment: The discrimination of behavioral information*. New York: Wiley.
- Blood, M. R. (1969). Work values and job satisfaction. *Journal of Applied Psychology*, 53, 456-459.
- Bollen, K. A., & Hoyle, R. H. (1990). Perceived cohesion: A conceptual and empirical examination. *Social Forces*, 69, 479-504.
- Brayfield, A., & Rothe, H. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35, 307-311.
- Brief, A., Burke, M. J., George, J. M., Robinson, B. S., & Webster, J. (1988). Should negative affectivity remain an unmeasured variable in the study of job stress? *Journal of Applied Psychology*, 73, 193-198.
- Cameron, K. S., & Quinn, R. E. (1999). *Diagnosing and changing corporate culture*. Reading, MA: Addison Wesley.

- Campion, M. A. (1988). Interdisciplinary approaches to job design: A constructive replication with extensions. *Journal of Applied Psychology*, 73, 467-481.
- Campion, M. A., & Thayer, P. W. (1985). Development and field evaluation of an interdisciplinary measure of job design. *Journal of Applied Psychology*, 70, 29-43.
- Caplan, R. D., Cobb, S., French, J. R. P., Harrison, R. V., & Pinneau, S. R. (1975). *Job demands and worker health*. Washington DC: U.S. Government Printing Office.
- Christie, R., & Geis, F. (1969). *Studies in machiavellianism*. New York: Academic Press.
- Cook, J. D., Hepworth, S. J., Wall, T. D., & Warr, P. B. (1981). *The experience of work*. San Diego, CA: Academic Press.
- Coopersmith, S. (1967). *The antecedents of self-esteem*. San Francisco: Freeman.
- Costa, P. T., & McCrae, R. R. (1992). *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five-factor Inventory (NEO - FFI) professional manual*. Odessa, FL: PAR.
- Crowne, D., & Marlowe, D. (1964). *The approval motive*. New York: Wiley.
- Davis, M. H. (1996). *Empathy: A social psychological approach*. Boulder, CO: Westview.
- DeMeuse, K. (1986). A compendium of frequently used measures in industrial/organizational psychology. *The Industrial-Organizational Psychologist*, 23 (2), 53-59.
- Diefendorff, J. M., Hall, R. J., Lord, R. G., & Streat, M. L. (2000). Action-state orientation: Construct validity of a revised measure and its relationship to work related variables. *Journal of Applied Psychology*, 85, 250-263.
- Diener, E. (1984). Subjective well-being. *Psychological Bulletin*, 95, 542-575.
- Dirks, K. T. (2000). Trust in leadership and team performance. Evidence from NCAA basketball. *Journal of Applied Psychology*, 85, 1004-1012.
- Dubin, R. (1956). Industrial workers' worlds: A study of the central life interests of industrial workers. *Social Problems*, 3, 131-142.
- Dunham, R. B., & Herman, J. B. (1975). Development of a female faces scale for measuring job satisfaction. *Journal of Applied Psychology*, 60, 629-632.
- Feuille, P., & Blandin, J. (1974). Faculty job satisfaction and bargaining sentiments: A case study. *Academy of Management Journal*, 17, 678-692.
- Fiedler, F. E. (1967). *A theory of leadership effectiveness*. New York: McGraw-Hill.
- Fitts, W. H. (1965). *Manual of the Tennessee Self Concept Scale*. Nashville, TN: Counselor Recording and Tests.
- Fleishman, E. A. (1953). The description of supervisory behavior. *Journal of Applied Psychology*, 37, 153-158.
- Friedman, H., Prince, L., Riggio, R., & Di Matteo, M. (1980). Understanding and assessing nonverbal expressiveness: The Affective Communication Test. *Journal of Personality and Social Psychology*, 39, 333-351.
- Glick, P., & Fiske, S. T. (1996). The Ambivalent Sexism Inventory: Differentiating hostile and benevolent sexism. *Journal of Personality and Social Psychology*, 70, 491-512.
- Goldberg, D. P., & Hillier, V. F. (1979). A scaled version of the General Health Questionnaire. *Psychological Medicine*, 9, 139-145.
- Gordon, M. E., Philpot, J. W., Burt, R. E., Thompson, C. A., & Spiller, W. E. (1980). Commitment to the union: Development of a measure and an examination of its correlates. *Journal of Applied Psychology*, 65, 479-499.
- Gough, H., & Heilbrun, A. (1956). *The Adjective Check List Manual*. Palo Alto, CA: Consulting Psychologists Press.
- Graen, G., & Cashman, J. (1975). A role-making model of leadership in informal organizations: A development approach. In J. G. Hunt & L. L. Lawson (Eds.), *Leadership frontiers* (pp. 143-165). Kent, OH: Kent State University Press.
- Gross, J. J., & John, O. P. (1998). Mapping the domain of expressivity: Multimethod evidence for a hierarchical model. *Journal of Personality and Social Psychology*, 74, 170-191.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.
- Hamner, W. C., & Smith, F. J. (1978). Work attitudes as predictors of unionization activity. *Journal of Applied Psychology*, 63, 415-421.
- Hanisch, K. A., & Hulin, C. L. (1990). Job attitudes and organizational withdrawal: An evaluation of a causal model. *Journal of Vocational Behavior*, 37, 60-78.
- Harrell, A. M., & Stahl, M. J. (1981). A behavioral decision theory approach for measuring McClelland's trichotomy of needs. *Journal of Applied Psychology*, 66, 242-247.
- Hart, S. G., & Staveland, L. E. (1988). Development of NASA-TLX: Task Load Index. In P. A. Hancock & M. Meshkati (Eds.), *Human mental workload* (pp. 139-183). Amsterdam: Elsevier.
- Hatfield, E., Cacioppo, J. T., & Rapson, R. (1994). *Emotional contagion*. Cambridge: Cambridge University Press.
- Hermans, H. J. M. (1970). A questionnaire measure of achievement motivation. *Journal of Applied Psychology*, 54, 353-363.
- Holmes, T. H., & Rahe, R. H. (1967). The social readjustment rating scale. *Journal of Psychosomatic Research*, 11, 213-218.
- Hoppock, R. (1935). *Job satisfaction*. New York: Harper.

- Hrebiniak, L. G., & Alutto, J. A. (1972). Personal and role-related factors in the development of organizational commitment. *Administrative Science Quarterly*, 17, 555-573.
- Hulin, C. L., Fitzgerald, L. F., & Drasgow, F. (1995). Organizational influences on sexual harassment. In M. Stockdale (Ed.), *Sexual harassment in the work place* (pp. 127-150). Thousand Oaks: Sage.
- Ironson, G. H., Smith, P. C., Brannick, M. T., Gibson, W. M., & Paul, K. B. (1989). Construction of a Job in General Scale: A comparison of global, composite, and specific measures. *Journal of Applied Psychology*, 74, 193-200.
- Ivancevich, J., & Matteson, M. (1983). *Stress Diagnostic Survey*. Houston, TX: Stress Research Systems.
- Jenkins, C. O., Zyzanski, S. L., & Rosenman, R. H. (1979). *Manual for the Jenkins Activity Survey*. New York: Psychological Corporation.
- Kacmar, K., & Ferris, G. (1991). Perceptions of Organizational Politics Scale (POPS): Development and construct validation. *Educational and Psychological Measurement*, 51, 193-205.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., & Snoek, J. D. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Wiley.
- Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67, 341-349.
- Kornhauser, A. (1965). *Mental health of the industrial worker*. New York: Wiley.
- Kunin, T. (1955). The construction of a new type of attitude measure. *Personnel Psychology*, 8, 65-77.
- Lazarus, R., & Folkman, S. (1984). *Stress, appraisal, and coping*. New York: Springer.
- Lennox, R. D., & Wolfe, R. N. (1984). Revision of the self-monitoring scale. *Journal of Personality and Social Psychology*, 46, 1349-1364.
- Levenson (1981). Differentiating among internality, powerful others, and chance. In H. M. Lefcourt (Ed.), *Research with the locus of control construct* (pp. 15-63). New York: Academic Press.
- Litwin, G. H., & Stringer, R. A. (1968). *Motivation and organizational climate*. Boston: Harvard University Press.
- Lodahl, T. M., & Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49, 24-33.
- Lyons, T. F. (1971). Role clarity, need for clarity, satisfaction, tension and withdrawal. *Organizational Behavior and Human Performance*, 6, 99-110.
- Maslach, C., & Jackson, S. E. (1986). *MBI: Maslach Burnout Inventory*. Palo Alto, CA: Consulting Psychologists Press.
- Matthews, G., Jones, D. M., & Chamberlain, A. G. (1990). Refining the measurement of mood: The UWIST Mood Adjective Checklist. *British Journal of Psychology*, 81, 17-42.
- McClelland, D. C., Atkinson, J. W., Clark, R. A., & Lowell, E. L. (1953). *The achievement motive*. New York: Appleton-Century-Crofts.
- McCormick, E. L., & Ilgen, D. R. (1980). *Industrial psychology* (7th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Miner, J. B. (1964). *Scoring guide for the Miner Sentence Completion Scale*. Atlanta: Organizational Measurement Systems Press.
- Mirels, H. L., & Garrett, J. B. (1971). The Protestant ethic as a personality variable. *Journal of Consulting and Clinical Psychology*, 36, 40-44.
- Mott, P. E. (1972). *The characteristics of effective organizations*. New York: Harper & Row.
- Mount, M., & Barrick, M. (1995). *Manual for the Personal Characteristics Inventory*. Libertyville, IL: Wonderlic Personnel Test.
- Organizational Research Group (1989). *Organizational measurement series* (vol. 1). Knoxville, TX: Organizational Research Group.
- Payne, R. L., & Pheysey, D. C. (1971). G. G. Stern's organizational climate index: A reconceptualization and application to business organizations. *Organizational Behavior and Human Performance*, 6, 77-98.
- Pearlin, L. (1962). Alienation from work: A study of nursing personnel. *American Sociological Review*, 27, 314-326.
- Peters, L. H., Terborg, J. R., & Taynor, J. (1974). Women as managers scale: A measure of attitudes toward women in management positions. *JSAS Catalog of Selected Documents in Psychology*, 4, 27 (NIS. No. 585).
- Pines, A., & Aronson, E. (1981). *Burnout: From tedium to personal growth*. New York: Free Press.
- Porter, L. W. (1962). Job attitudes in management I: Perceived deficiencies in need fulfillment as a function of job level. *Journal of Applied Psychology*, 46, 375-384.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- Putnam, L., & Wilson, C. (1982). Communication strategies in organizational conflict: Reliability and validity of a measurement scale. In M. Bourgoon (Ed.), *Communication yearbook* (vol. 6, pp. 629-652). Newbury Park: Sage.
- Quinn, R. P., & Staines, G. L. (1979). *The 1979 Quality of Employment Survey*. Institute for Social Research. Ann Arbor, MI: University of Michigan.
- Riggs, M. L., Warka, J., Babasa, B., Betancourt, R., & Hooker, S. (1994). Development and validation of the self-efficacy and outcome expectancy scales for job-related applications. *Educational and Psychological Measurement*, 54, 1017-1034.
- Ritzer, G., & Trice, H. M. (1969). An empirical study of Howard Becker's side-bet theory. *Social Forces*, 47, 475-479.



- Rizzo, J. R., House, R. J., & Lirtzman, S. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15, 150-163.
- Roberts, K. H., & O'Reilly, C. A. (1974). Measuring organizational communication. *Journal of Applied Psychology*, 59, 321-326.
- Robinson, J. P., Athanasiou, R., & Head, K. B. (1969). *Measures of occupational attitudes and occupational characteristics*. Ann Arbor: Institute for Social Research, University of Michigan.
- Robinson, R. J., Lewicki, R. J., & Donahue, E. M. (2000). Extending and testing a five factor model of ethical and unethical bargaining tactics: Introducing the SINS Scale. *Journal of Organizational Behavior*, 21, 649-664.
- Rosenberg, M. (1965). *Society and the adolescent self-image*. Princeton, NJ: Princeton University Press.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs*, 80 (1, Whole No. 609).
- Ryckman, R. M., Robbins, M., Thornton, B., & Cantrell, P. (1982). Development and validation of a physical self-efficacy scale. *Journal of Personality and Social Psychology*, 42, 891-900.
- Salovey, P., Mayer, J. D., Goldman, S. L., Turvey, C., & Palfai, T. P. (1995). Emotional attention, clarity, and repair: Exploring emotional intelligence using the Trait Meta-Mood Scale. In J. Pennebaker (Ed.), *Emotion, disclosure, and health*. Washington, DC: APA.
- Sarason, I., Johnson, J., & Siegel, J. (1978). Assessing the impact of life change: Development of the life experiences survey. *Journal of Consulting and Clinical Psychology*, 46, 932-946.
- Saville, P., Holdsworth, R., Nyfield, G., Cramp, L., & Mabey, W. (1984). *Occupational Personality Questionnaire manual*. Thames Ditton: Saville-Holsworth.
- Scandura, T. A., & Graen, G. B. (1984). Moderating effects of initial leader-member exchange status on the effects of a leadership intervention. *Journal of Applied Psychology*, 69, 428-436.
- Scheir, M. F., Carver, C. S., & Bridges, M. W. (1994). Distinguishing optimism from neuroticism and trait anxiety, self-mastery, and self-esteem: A reevaluation of the Life Orientation Test. *Journal of Personality and Social Psychology*, 67, 1063-1078.
- Scott, W. E. (1967). The development of semantic differential scales as measures of «morale». *Personnel Psychology*, 20, 179-198.
- Seashore, S. E. (1954). *Group cohesiveness in the industrial work group*. Ann Arbor: Institute for Social Research, University of Michigan.
- Seashore, S., Lawler, E. E., Mirvis, P. H., & Camman, C. (Eds.) (1983). *Assessing organizational change*. New York: Wiley.
- Seers, A. (1989). Team-member exchange quality: A new construct for role-making research. *Organizational Behavior and Human Decision Processes*, 43, 118-135.
- Siegel, S. M., & Kaemmerer, W. F. (1978). Measuring the perceived support for innovation in organizations. *Journal of Applied Psychology*, 63, 553-562.
- Sims, H., Szilagyi, A., & Keller, R. (1976). The measurement of job characteristics. *Academy of Management Journal*, 19, 195-212.
- Singelis, T. M., Triandis, H. C., Bhawuk, D. S., & Gelfand, M. (1995). Horizontal and vertical dimensions of individualism and collectivism: A theoretical and measurement refinement. *Cross-Cultural Research*, 29, 240-275.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663.
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.
- Snyder, M. (1974). Self-monitoring of expressive behavior. *Journal of Personality and Social Psychology*, 4, 526-537.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal Conflict at Work Scale, Organizational Constraints Scale, Quantitative Workload Inventory. *Journal of Occupational Health Psychology*, 3, 356-367.
- Spence, J. T., Helmreich, R., & Stapp, J. (1973). A short version of the Attitudes Toward Women Scale. *Bulletin of the Psychonomic Society*, 2, 219-220.
- Spielberger, C. D., Gorsuch, R. L., & Lushene, R. E. (1970). *Manual for the State-Trait Anxiety Inventory*. Palo Alto, CA: Consulting Psychologists Press.
- Stagner, R., Chalmers, W. E., & Derber, M. L. (1958). Guttman-type scales for union and management attitudes toward each other. *Journal of Applied Psychology*, 42, 293-300.
- Steers, R. M., & Braunstein, D. N. (1976). A behaviorally based measure of manifest needs in work settings. *Journal of Vocational Behavior*, 9, 251-266.
- Stogdill, R. M. (1963). *Manual for the Leader Behavior Description Questionnaire - Form XII*. Columbus: Bureau of Business Research, Ohio State University.
- Stogdill, R. M. (1965). *Manual for group dimensions descriptions*. Columbus: Bureau of Business Research, Ohio State University.
- Stogdill, R. M., & Coons, A. E. (Eds.) (1957). *Leader behavior: Its description and measurement*. Columbus: Bureau of Business Research, Ohio State University.

- Taylor, C. W. (Ed.) (1972). *Climate for creativity*. Elmsford, NY: Pergamon Press.
- Uphoff, W. H., & Dunnette, M. D. (1956). *Understanding the union member*. Minneapolis: University of Minnesota Press.
- Van de Ven, A. H., & Ferry, D. L. (1980). *Measuring and assessing organizations*. New York: Wiley.
- Venkatraman, N. (1989). Strategic orientation of business enterprises: The construct, dimensionality, and measurement. *Management Science*, 35, 942-967.
- Verbeke, W. (2000). A revision of Hofstede et al. (1990) organizational practices scale. *Journal of Organizational Behavior*, 21, 587-602.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, 54, 1063-1070.
- Weiss, D. L., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire: Minnesota studies in vocational rehabilitation*. Minneapolis: Industrial Relations Center, University of Minnesota.
- Wollack, S., Goodale, J. G., Wijting, J. P., & Smith, P. C. (1971). Development of the Survey of Work Values. *Journal of Applied Psychology*, 55, 331-338.
- Zohar, D. (1980). Safety climate in industrial organizations: Theoretical and applied implications. *Journal of Applied Psychology*, 65, 96-102.

## RESUMO

Um dos obstáculos frequentes à actividade de investigação decorre da dificuldade de identificar medidas estáveis e testadas para operacionalizar as variáveis em estudo. Este artigo identifica um conjunto de instrumentos de medida, usados recente e/ou frequentemente pelos investigadores do comportamento organizacional. Não sendo um guia exaustivo, este compêndio pretende facultar um acesso mais rápido e direccionado àqueles que produzem investigação neste domínio científico.

*Palavras-chave:* Instrumentos de medida, comportamento organizacional.

## ABSTRACT

A frequent obstacle to research making is related with the difficulty to identify stable and tested measurement instruments. This article offers a compendium of measures, used frequently and/or recently by organizational behavior researchers. Although not being exhaustive, this compendium aims to help researchers in their efforts to find possible measures for conducting their studies.

*Key words:* Measurement instruments, organizational behavior.